

ATSB-NCZ

SUBJECT: LETTER FROM THE COMMANDANT

1. Welcome to the United States Army Noncommissioned Officers Academy (USA NCO Academy) at Fort Knox. The Noncommissioned Officer continues to serve as the backbone of the Army. The course you are enrolled in will further polish your leadership skills as a member of an elite Noncommissioned Officers Corps.
2. During your stay at the NCO Academy you will quickly learn that a Noncommissioned Officer is more than a soldier. He or she is a living symbol of the "Art of Leadership and Command." This course is oriented towards developing those qualities in each of you.
3. This booklet was published for your information and to assist you in adjusting to the standard procedures established for this course. Noncommissioned Officers do not make or accept excuses. With that in mind, I charge you with the responsibility of familiarizing yourself with the contents of this booklet to ensure you comply with Academy rules and regulations.
4. Everyone here at the NCO Academy is prepared to assist you in completing the course. You will receive some of the best instruction in the Army today. DO YOUR BEST; do not come here just to "get a diploma." Try to finish first in your class. Doing so will benefit you when considered for future assignments and promotion boards. BE ALL THAT YOU CAN BE. Lead by YOUR example, it is your responsibility to learn and benefit from this course.
5. I challenge you to take the knowledge you get here back to your unit, to improve the skills of your soldiers and the readiness of your unit.
6. I wish you success in the course, and in all your future assignments.

The Commandant

Updated March 2000

## **FORT KNOX HISTORY AND GENERAL INFORMATION**

### **Current Status:**

The United States Army Armor Center is located at Fort Knox, Kentucky, on U.S. Highway 31W, approximately 35 miles south of Louisville and 18 miles north of Elizabethtown. The main entrance to the military reservation lies at the intersection of Chaffee Avenue and U.S. Highway 31W. In the cantonment area are most of the facilities found in civilian communities of comparable size.

Fort Knox measures 14 miles north to south, 18 miles east to west, and includes over 109,068.8 acres. There are 63 active firing ranges where all direct fire weapons in the Army inventory and all indirect fire weapons, up to and including the 8-inch howitzer are fired. An additional 18 training areas, 5 base camps, and 27 bivouac sites support nonfiring exercises. The reservation includes 242 miles of improved roads and 17 miles of Army railroads.

### **Historical Overview:**

When the United States entered World War I, the Army expanded to meet wartime needs. Additional training facilities were required and built. In 1918 Camp Knox was established as a field artillery training center, named after MG Henry Knox, the Continental Army's chief of artillery during the American Revolution. Construction activities, however, stopped shortly after the War ended. In 1922 the post closed as a permanent installation, although it continued to be a summer training site for reserve and National Guard personnel. Its redesignation as Camp Henry Knox National Forest symbolized its inactive status.

Experimentation with tanks in the late 1920s led to the creation of Mechanized Cavalry. The Mechanized Cavalry determined the organization, doctrine, and tactics necessary to employ tanks in Cavalry roles. In 1932 Fort Knox reopened to become the home of the Mechanized Cavalry. The post housed the 7th Cavalry Brigade (Mechanized), and its size and varied terrain were considered ideal for the development of armored tactics. In the 1930s Fort Knox served as the center for cavalry mechanization and developed tactics and doctrine later adopted by the Armored Force. Here the Mechanized Cavalry began to use the radio and FRAGO's to develop a command style that emphasized speed, tactical and organizational flexibility, and independent action. These concepts were revolutionary to the Army of the 1930s.

## **FORT KNOX HISTORY AND GENERAL INFORMATION**

The onset of World War II demonstrated the need for large armored divisions, but the U.S. Army had none. The Armored Force was formed on July 1940 to create them and develop the appropriate organization, doctrine, and tactics. The activities of the 7th Cavalry Brigade (Mechanized) made Fort Knox the logical headquarters site for the Armored Force, especially since the new organization absorbed the Mechanized Cavalry. The post's size and activities expanded, symbolized by the establishment of the Armored School and Armored Force Replacement Training Center. At the peak of its wartime operations, the School operated two daily shifts and utilized more than 500 buildings, many of them "temporary" wooden structures that remained in use until the present day.

Currently, the Armor Center continues to participate in the ongoing study of what the future soldier will need. As the materiel issued to Armor personnel becomes more sophisticated, the training requirements increase. Determining what type of equipment will be required, how it should be used, and training the soldier to use it are key concerns of the Armor Center today. Every soldier in Armor has served here at least once during his term of service, whether as part of the permanent garrison or to attend training courses.

## **HONOR CODE**

The concept of the Honor Code among military personnel evolved centuries ago when individuals first banded together for the purpose of establishing a system for defending their land and properties. Down through the years, military organizations have grown from small bands into well-organized groups. In all such groups, leadership positions and the Honor Code has developed. Leaders established rules and regulations, which are carried out and enforced by their subordinates.

Subordinates rely on the honesty and integrity of their leaders. This tradition continues in the present day Army. Leaders also rely on the honesty and integrity of their soldiers, and his word is accepted as true. If a leader's action is such that honesty and integrity are questioned, the leader jeopardizes not only his position and status, but also the position and status of those who work for him.

The Honor Code binds the students of the NCO Academy.

The basic concept of the Honor Code is that a Noncommissioned Officer does not lie, cheat, or steal, and do not tolerate any that do. In its most practical application the Honor Code means that an NCO's word is his bond. Attendance reports are presumed correct since they are prepared by NCOs. During examinations, the student's work is his own.

Those who observe an Honor Code violation and willfully fail to report the facts are guilty of an Honor Code violation. Violations of the Honor Code will result in dismissal from the course and possible UCMJ action.

## **ADVANCED NONCOMMISSIONED OFFICERS COURSE STUDENT GUIDE**

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## **ADVANCED NONCOMMISSIONED OFFICERS COURSE STUDENT GUIDE**

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## **CHAPTER 1**

### **GENERAL ADMINISTRATION PROCEDURES AND POLICIES**

1. **PURPOSE:** This guide establishes standards of conduct; responsibilities and procedures for all NCO Academy assigned and attached personnel.

#### **2. INPROCESSING:**

a. Students will provide the following during in processing:

- (1) Ten copies of all orders and/or amendments, if applicable.  
(DA Form 4187 for Fort Knox soldiers)
- (2) Permanent Profile (If applicable)
- (3) DD Form 2, ID Card
- (4) Over 40 physical clearance (if applicable)
- (5) DA Form 31 for any leave desired after the completion of the course.
- (6) Commanders Inventory.

b. During in processing students will:

- (1) Receive orientations from the Senior Small Group Leader (SSGL), Division Chief, and Commandant.
- (2) Weigh-in to verify compliance with AR 600-9.
- (3) Verify they must meet all course prerequisites specified in the POI and applicable regulations.
- (4) Receive a Student Guide.

#### **3. ASSIGNED CADRE:**

a. Each student is assigned a Small Group Leader (SGL). His function and duties are advisory in nature. He is not authorized to render any assistance that would give you an unfair advantage over other students.

b. Each SGL is responsible for the academic and personal counseling of his assigned students. Students are encouraged to seek help from their SGL as needed. **DO NOT WAIT FOR THE INSTRUCTOR TO CONTACT YOU!!!** The SGL will brief the class on arrival at the Academy, conduct inspections, relay administrative information to the students, advise students on studies, and evaluate students on their performance of leadership duties and potential. He is a teacher, leader and motivator.

c. The SGL will insist on high standards of individual appearance and maintenance surrounding areas. The SGL is available at all times. If a student desires additional time with his SGL he should contact his student chain of command.

#### **4. CLASSROOM PROCEDURES:**

a. All students will seat themselves in the classroom at least 5 minutes prior to the start of the first period of instruction as detailed in the training schedule.

b. Student leaders will submit a status report to the SGL prior to the first period of instruction and will notify him of any changes throughout the day.

c. Students are not permitted to eat or use tobacco in the classroom. Students may drink in the classroom if authorized by the SGL. Students may smoke only in authorized areas and not in direct view of Initial Entry Training (IET) soldiers.

d. Students will not argue with an SGL. If a question arises that is not satisfactorily explained to the student, then the matter is brought before the Senior SGL or Division First Sergeant.

e. Students will return all training aids, resource materials, and classroom materials to their appropriate place. Keep classrooms clean. SGLs will inspect each area before releasing students.

#### **5. EFFECTIVE STUDY METHOD:**

a. Need for Study: In school, the responsibility for learning rests with the student. The SGL will help the student; but cannot learn for him. Each student must pursue an effective study program.



b. There are mandatory and optional Tactical Seminars (Study Halls) IAW course POI and Course Managers Guide. SGL's determine which students are not required to attend optional Tactical Seminars or when they have completed their study requirements.

c. Study Assignments:

(1) The study assignments for each unit of instruction are listed on the Advance Sheet. Students must complete study assignments each evening in preparation for the next day's instruction.

(2) The Advance Sheet provides the student with essential information about a unit of instruction and/or examination. The training objectives on the Advance Sheet are descriptions of what the SGL expects the student to achieve during the period of instruction.

(3) Advance Sheets may require students to study, read, scan, or review information in various reference materials. On the average, 15 minutes of study is needed for each hour of instruction. The terms used in making homework assignments are as follows:

(a) STUDY. Master the details of the subject and fix them in your mind through application of the study process (survey, question, read, review and recite). Prepare to test on the subject (orally, written, or performance).

(b) READ. Read and understand the broad scope of the subject. You will not take a graded examination until the subject is discussed in the classroom.

(c) SCAN. Glance through materials rapidly and familiarize yourself with the subject matter. Read the topic sentence of each paragraph.

(d) REVIEW. Review is used for material previously discussed in class. Review all notes, Advance Sheets and any material related to the class.

## **6. STUDENT CONDUCT/DISCIPLINE:**

a. TRADOC Reg 351-10, para 6-11 establishes the level of discipline required in NCO Academies. Discipline must not interfere with the learning process. SGLs will not use demerit systems, harassment, or similar techniques to enforce discipline in the classroom. This is not to say that discipline does not have a place in the classroom. Successful is the SGL who finds the middle ground between too much and too little discipline.

b. SGLs must treat students as they would treat subordinate NCOs in a unit. The key to remember is that soldiers learn better when the instructor treats them with professionalism and respect. The SGL who maintains his professionalism and treats his students like fellow NCOs will successfully manage his class and maintain the proper level of discipline.

c. When addressed by a cadre member, the student must stand at parade rest, unless given other instructions. When the SGL or person of higher rank enters the area, the first person observing him will call "AT EASE", except when classes or formations are in session.

d. There is no running or "horsesplay" in the building at any time.

e. The following offenses are of a nature serious enough to warrant a formal counseling, dismissal from the school and/or UCMJ action. Misconduct may result in disciplinary dismissal.

- (1) Absent without leave (including missing prescribed formations)
- (2) Insubordination
- (3) Gambling or possession of alcoholic beverages in the billets or Academy area. Academy area is designated as Buildings 2339, 2378, 2379, 2380, 2381, 2382, 2421, 2424 and 2425, all parking lots adjacent to these buildings are included.
- (4) Negligent loss or damage to government property.
- (5) Possession of unauthorized items (firearms, knives, drugs).
- (6) Intentional absence to avoid attendance.
- (7) Unprepared for inspection, prescribed classes, or other prescribed duties.
- (8) Marking, writing on, or removal of test material from the testing area.
- (9) Inappropriate socializing with School Faculty, on or off duty.
- (10) Entering unauthorized areas.
- (11) Changing, altering or removing posted materials from the bulletin board.
- (12) Quibbling, argumentative actions or evasive remarks or communication.
- (13) Failure to secure government property.
- (14) Littering in the Academy area.
- (15) Failure to read the bulletin board.
- (16) Failure to report through chain of command upon leaving or returning to school area.
- (17) Sleeping in class.
- (18) Improper uniform in class.
- (19) Failure to follow instructions.
- (20) Failure to salute or rendering improper salute.

- (21) Headgear improperly positioned or not worn.
- (22) Improper parking/security of POV.
- (23) Reporting to place of duty impaired by alcohol or other intoxicant.
- (24) Any violation of the UCMJ.

**7. RELEASES/DISMISSALS:** There are four types of releases from the Academy prior to graduation:

a. **Disciplinary:** A student whose actions during training constitute a violation of the UCMJ (i.e.)

- (1) Absent without permission
- (2) Disobeying a lawful order or disrespect
- (3) Failure to report to prescribed place of duty at the prescribed time
- (4) Failure to secure weapon or equipment. Keep weapons within arm distance any time it is not secured inside the arms room
- (5) Incidents involving alcohol, on or off duty
- (6) Failure to provide support to legal dependents

**NOTE:** This list is provided as an example and is not all-inclusive. Additionally, any act of misconduct may be/are punishable under UCMJ. The Commandant can administer UCMJ action or forward supporting documentation to the students chain of command for further action.

b. **Motivation:** A student whose actions constitute a probable lack of motivation.

- (1) Negative counseling statements (two or more)
- (2) Refusal or failure to prepare assigned work
- (3) Constantly falling out of ability group runs
- (4) Sleeping in class

c. **Academic:** Failure of a student to maintain established academic standards during the course (possibly considered as disciplinary or motivational). Students who fail two separate evaluations with retraining (double NO GO) may be dismissed for academic deficiency. Students who receive four or more first time NO GOs will receive counseling from the Division First Sergeant. Students who frequently fail first time exams may be considered for elimination proceedings. Students who require excessive retraining following examination failures take their SGL away from other students and their needs. These students may be released for academic reasons.

d. Administrative: This release is made without prejudice to the soldier.

- (1) Medical inability to complete the course
- (2) Emergency leave
- (3) Request by the Commander. (Must be made in writing).
- (4) Other reasons beyond the control of the individual.
- (5) Missing over 8 hours of academic instructions.

e. Appeals (Dismissals): The student may appeal dismissals IAW TRADOC Regulation 351-17, and the NCO Academy SOP.

## **8. SERVICE SCHOOL ACADEMIC EVALUATION REPORT (DA Form 1059):**

a. The Academic Evaluation Report (AER) is designed to portray the accomplishments and potential an individual demonstrates while attending the NCO Academy.

b. The Academy prepares the AER. Disposition of the report is as follows:

- (1) Original: Forwarded to the U.S. Army Enlisted Records and Evaluation Center, Fort Benjamin Harrison, Indiana.
- (2) One Copy: HDQA (appropriate career branch for SSG personnel)
- (3) One Copy: Student's commander
- (4) One Copy: Military Personnel Records Jacket (MPRJ)
- (5) One Copy: Individual
- (6) One Copy: Student Packet

c. The AER is signed by the Commandant or his designated representative in each division.

## **9. PROFILES:**

a. All permanent and temporary student profiles must be reported to and reviewed by the NCO Academy Commandant or his designated representative before the student starts or resumes the course.

b. Students with temporary profiles are not eligible to attend NCOES courses until the profile is lifted (AR 351-1).

c. Students with permanent profiles must meet the requirements as outlined in AR 351-1, para 5-33 b,c.

c. Students who receive a temporary profile, hospitalization or quarters while attending the Academy are screened for eligibility to complete course requirements. Students who have long periods of illness or profiles that prevent them from completing course requirements are considered for administrative release.

#### **10. PROMOTIONS:**

a. Students on a promotion list should notify their SGL upon arrival of their sequence number. SGLs will ensure promotion orders are available on the effective date of their promotion.

b. Students permanently assigned to Fort Knox can arrange to have their promotion conducted at their unit through their SGL.

#### **11. STUDENT GUIDES:**

a. Student Guides and course information's are loaded in ATRRS course administration screen.

b. Each student is issued a Student Guide booklet during in processing.

## CHAPTER 2

### GENERAL INFORMATION AND POLICIES

1. **BULLETIN BOARD:** Students are required to read the bulletin boards twice daily; once prior to 1300 and once after the last formation of the training day. If the student's name appears on a roster or directive, he is held accountable for the task completion.

2. **CIVILIAN CLOTHING AND ACCESSORIES:** Civilian clothing is authorized and encouraged. The summers are very hot and humid, and the winters cold. Civilian clothing will meet the standards of good taste (as appropriate for the occasion).

3. **COMPLAINTS AND GRIEVANCES:** Procedures for registering formal complaints and grievances against post facilities are posted on the bulleting board. Complaints involving the NCO Academy, cadre, facilities, policies, etc., are addressed through the student and cadre chain of command. When these means of solving problems fail to produce no results, seek the help of the Division First Sergeant or NCO Academy Commandant. Students are encouraged not to wait until graduation to identify problems. The Division Chiefs open door policy is Monday through Friday 0730-1800. The Commandant's open door policy is by appointment at NCO Academy headquarters. Student should contact their cadre to schedule a time to see the Commandant.

#### 4. **DINING FACILITY:**

a. Government dining facilities are not available to students attending ANCOC. All students will draw separate rations while attending school.

b. Fort Knox students who are on separate rations will remain on separate rations.

c. Students who are TDY enroute and TDY and return will pay the separate ration rate plus a surcharge. A letter of exception to policy for, payment of subsistence while TDY is issued prior to departing Fort Knox.

d. Students are encouraged to eat three balanced meals a day as prescribed in FM 21-20, Chapter 5, pages 5-1 and 5-2.

5. **DRUGS (ILLEGAL):** The possession or consumption of drugs other than those prescribed by a medical officer; specifically for the individual, is not authorized and could result in UCMJ action and/or dismissal from the course.

6. **DUI/DWI:** Driving under the influence, while intoxicated, or while impaired is not tolerated and is subject to punishment under UCMJ and/or dismissal from the course. The legal BAC for the State of Kentucky is .10; however, driving while impaired with a BAC of less than .10 is possible based on police observation. Police can charge drivers of PARKED vehicles with DUI if they have the keys to that vehicle in their possession.

7. **FORMATIONS:**

a. Students will conduct all formations IAW FM 22-5.

b. Unauthorized absence or tardiness may result in negative counseling, UCMJ action, and/or disciplinary release from the Academy.

c. Road Guards will wear road guard vests both day and night with the added precaution of flashlights during the hours of darkness. Road guards will be placed 10 meters in front of formation and 30 meters to the rear of the formation. (IAW USAARMC Regulation 385-10).

8. **INSPECTIONS:** In-ranks inspections are conducted daily by the student chain of command. The uniform, time, and location are announced in the training schedule.

9. **LEAVES, PASSES AND APPOINTMENTS:**

a. Passes: ANCOC students who are not stationed at Fort Knox will live in the BEQ. A DA Form 31 is required for all special passes. There is no mileage restriction for students traveling by air. Students will show their round trip ticket to their SGL prior to departure on pass. Students traveling by POV have a radius of 250 miles on a two-day pass, 350 miles on a three-day pass, and 600 miles on a four-day pass.

b. Leaves are granted only under unique circumstances. Death or serious illness of an immediate family member; verified by the Red Cross, constitutes grounds for emergency absence. Leaves are coordinated with the students assigned unit. If an emergency situation develops requiring the student's presence, an administrative release is usually in order.

c. If a student is on pass or leave and an emergency develops, he must contact the NCO Academy immediately at (502) 624-5150. Students must provide sufficient proof that adequately documents the emergency. (Date, times, POC and phone number(s), repair receipts, etc).

d. When on leave or pass it is the student's responsibility to plan adequate travel time to report back to the NCO Academy.

e. Passes are not granted for students in a NO GO status (i.e., have not successfully retested a previously failed test).

f. The Senior SGL will approve appointments (medical, legal, etc.). Excessive appointments, which absorb an inordinate amount of the student's time, may result in the student's release from the NCO Academy.

g. Students can use the military taxi (4-1527/1528) or military shuttle bus for official business as available. Civilian taxi service is available for other than official business (351-7373/1744).

10. **MAIL:** Mail is distributed daily Monday through Friday by the mail orderly in each branch. Fort Knox students will make arrangements with their parent unit to receive mail. An example of the address follows:

Rank/Name  
USA NCO Academy  
ANCOC (Class and student number)  
Fort Knox, KY 40121

#### 11. **MEDICAL AND DENTAL TREATMENT:**

a. Sick call is by appointment only. Students must inform their SGL prior to 0615 about their desire to go on sick call. The SGL will fill out the DA Form 689 (Individual Sick Slip), make the appointment and obtain transportation for the student. All students are treated at Ireland Family Medicine Clinic (IFMC). Soldiers becoming ill during the duty day are treated on a walk-in basis at IFMC.

b. After hours/emergency sick call is accomplished through the SDNCO, IAW his instructions.



c. Any student who is placed on quarters or is hospitalized is responsible for informing the cadre chain of command.

## **12. MILITARY WEAPONS, BAYONETS AND AMMUNITION:**

a. Do not secure weapons in the BEQ, wall lockers or POV at any time. Clean, inspect and return weapons to the arms room after each use.

b. Ammunition/explosives, pyrotechnics and brass are controlled items. These items are classified as contraband if found in the possession of a student away from the training site. Violators are subject to prosecution in accordance with UCMJ and/or dismissal from the course.

13. **OFFICES:** All offices are **OFF LIMITS** to students, except for clean up. Students are not authorized to use POVs as transportation to and from details and when directed to report by cadre.

## **14. PERMANENT PARTY/STUDENT RELATIONSHIP:**

a. Purpose: To prescribe prohibited activities of all permanent party personnel and assigned students.

b. Applicability: The prohibited activities outlined below apply to all personnel assigned or attached to the NCO Academy. Cadre and students will refrain from:

(1) Using or condoning the use of profane, provocative, abusive, or contemptuous language, comments, or gestures, which are personal in nature toward any member of this command.

(2) Gamble in any form.

(3) Coerce, force, or otherwise require a member of this command to perform an act or acts of personal servitude.

(4) Coerce, force, or otherwise require a student to do an act, which is embarrassing, demeaning, or humiliating to him. Students are required during particular training exercises to repeat an exercise when the individual's performance is below standards.

(4) Accept or solicit a gift or money.

c. Relations between cadre and students, which involve or give the appearance of partiality, preferential treatment, or the improper use of rank or position for personal gain, are prejudicial to good order, discipline, and high unit morale.

(1) Socializing between cadre and students or with his family except in an official capacity is considered improper conduct.

(2) Socializing between male and female students will not impact on the proper moral or ethical standards of conduct for soldiers.

d. Any violations or improper conduct are reported to the Division First Sergeant immediately. Improper conduct could result in dismissal from the course and/or punishment under the UCMJ.

#### **15. PRIVATELY OWNED VEHICLES AND PARKING:**

##### **a. POV**

(1) Students will familiarize themselves with AR 190-5, Motor Vehicle Traffic Supervision, if they operate a vehicle on this installation.

(2) Driving POVs to ranges, training areas or classrooms is prohibited. (The only exception is those made on a case-by-case basis by the Senior SGL).

##### **b. PARKING**

(1) Secure vehicles at all times with valuable property (CB radios, cassette players, etc.) either stored in the trunk or removed completely from the vehicle (AR 190-31).

(2) Students will park IAW the instructions received during in processing. Parking in unauthorized areas and on streets is prohibited. Military Police will issue citations to all violators. Those persons receiving citations are subject to administrative / disciplinary actions.

16. **PRIVATELY OWNED WEAPONS:** Students will not bring privately owned weapons with them while attending ANCOC. Students must inform their SGL **BEFORE** they purchase a weapon. Students who purchase a weapon while attending the Academy will store weapons in the Training Group Weapons Pool with proper documentation.

17. **RELIGIOUS SERVICES:** A schedule of religious services is posted on the student bulletin board and appears in the weekly newspaper "The Turret".

18. **SAFETY**

- a. Students will attend all safety briefings given by the training area OIC/NCOIC Range Safety Officers (RSO).
- b. Students must report all weapons or vehicles damage to their SGL immediately.
- c. **MAKE SAFETY THE GUIDING RULE FOR EVERY TRAINING DAY!**

19. **SPECIAL INSTRUCTIONS:**

- a. Keep brooms, mops, and cleaning materials in the appropriate storage areas.
- b. TURN LIGHTS OFF when the BEQ is unoccupied.
- c. Student leaders will inform students of the time, place and type of any evening details.
- d. Do not remove or tamper with fire extinguishers in any way, except in an emergency.
- e. The playing of radios or small tape decks is permitted at a low volume.
- f. Food is authorized in the BEQ rooms.

20. **STUDENT PAY:**

- a. All students will make adequate financial arrangements for themselves and their family prior to departing their home station. The NCO Academy recommends students have their pay automatically deposited in a bank account.

b. It is recommended that **ALL** arriving soldiers have a government credit card. **ALL** meals will be paid for by students regardless of where they are consumed. Students will file two travel vouchers while enrolled in ANCOC, the first one at the 30 day period, the second at the 60 day period, and then a final settlement upon return or arrival their next duty station.

d. Soldiers who encounter pay problems need to notify their cadre chain of command to have these problems resolved.

## 21. **TELEPHONES:**

a. Military phones are for official use only. DSN is available during normal duty hours for students to contact their units if needed with appropriate permission. Students may use the commercial phone in the Division Chief's office to call their units overseas upon request. Students will limit calls to 3 minutes. Official numbers are:

	COMMERCIAL (502) 624-	DSN (464)-
Commandant	5150/2244	5150/2244
Assistant Commandant	5150/2244	5150/2244
Chief Instructor	8753	8753
ANCOC Division	6371/8563	6371/8563
ANCOC 19D Branch	7464	7464
ANCOC 19K Branch	8122	8122
Academy Staff Duty	7995/5150	7995/5150
Academy Operations	5052/1226	5052/1226
FAX	5283	

b. Students will utilize commercial phones available in each building for all personal calls.

22. **TRAINING SCHEDULE:** A copy of the training schedule is posted on the bulletin board. Student leaders will have a copy of the training schedule with them at all times during training day.

23. **UNIFORM AND EQUIPMENT:** Upon arrival you are required to have your complete initial issue of clothing. If you are short any items, or if these items are unserviceable, it is your responsibility to replace them as soon as possible.

a. The required standard of dress and appearance of students are prescribed in AR 670-1. The purchase of a complete "new" issue of clothing by students attending school is not required and is discouraged.

b. Uniform for training is specified on the training schedule. The student First Sergeant may prescribe additional items for wear by students as appropriate for weather conditions.

**24. VALUABLES:** The safeguarding of valuables is a personal responsibility. The Academy recommends students refrain from bringing high dollar items with them. Students will record "High Dollar Items" on a DA Form 4896 during in processing. The Division Chief can secure high dollar items or large amounts of money.

**25. VISITORS:** Visitors are encouraged to visit students during the course. If visiting during the training day, military visitors are required to visit in military uniform while in the NCO Academy area. Visitation is limited to the 10-minute break each hour between classes and during meals. Students will inform visitors to report to ANCOC 19D/19K Operations during duty hours.

**26. WEIGHT CONTROL/PHYSICAL TRAINING/APFT:**

a. The weight control program is conducted IAW AR 600-9. Students who do not meet Army weight standards during in processing are returned to their units immediately. Students who are enrolled in school will maintain their weight within the standard of AR 600-9.

b. Physical fitness training is conducted IAW FM 21-20. Student leadership will develop and manage a physical training for their group. Physical training programs are reviewed by the SGL to ensure conformity to FM 21-20 and Fort Knox policies. Student leadership will ensure their program builds on the previous program of their predecessor.

c. The APFT is an enrollment requirement.

## **CHAPTER 3**

### **STUDENT ORGANIZATION**

#### **1. CHAIN OF COMMAND:**

a. Throughout the course, students are assigned and evaluated in leadership positions. The cadre assigns leadership positions. Responsibility for control and discipline rests with both the student and cadre chain of command. Initial student leaders are appointed during in processing and will assume their duties immediately.

##### **b. NCO Academy Chain of Command**

- (1) Commandant
- (2) Division Chief/Cadre First Sergeant
- (3) Senior SGL/Branch Chief
- (4) Small Group Leader (SGL)

##### **c. Student Chain of Command:**

- (1) Student First Sergeant
- (2) Platoon Sergeant
- (3) Squad Leader
- (4) Team Leader

#### **2. RESPONSIBILITIES:**

a. The ANCOC student chain of command requires adherence by all students throughout the course, to ensure all tasks are accomplished according to the standards of the Academy. Student leaders must ensure they are familiar with their assigned duties.

b. The ANCOC student chain of command is responsible to the NCO Academy chain of command for accomplishment of the following duties:

- (1) The organization of the student company for class attendance.
- (2) The dissemination of information as directed by the NCO Academy chain of command.
- (3) The movement of the students when directed by the training schedule or the NCO Academy chain of command.

- (4) Supervision of subordinate leaders in the preparation of areas of responsibility.
- (5) The supervision of the student class as a whole IAW NCO Academy standards.
- (6) Other responsibilities as directed by the NCO Academy chain of command.

c. ANCOC Student First Sergeant Duties:

- (1) Responsible for all that the student company does or fails to do.
  - (2) Responsible for all company formations IAW FM 22-5.
  - (3) Responsible for the police and orderliness of the NCO Academy areas.
  - (4) Keeps the student platoon sergeant informed at all times.
  - (5) Coordinates with appropriate cadre for issuing of all necessary equipment and supplies.
  - (6) Attends classes with his platoon.
  - (7) Advises and supervises the platoon sergeant in the accomplishment of their duties.
  - (8) Obtains accurate reports from the student platoon sergeants at all formations and initiates necessary reports to the cadre in charge.
  - (9) Ensures equipment is properly displayed and IAW NCO Academy SOP.
  - (10) Reports all violations of instructions, both written and oral, to the cadre.
  - (11) Passes on all information to the new student first sergeant upon completion of his duty.
  - (12) Responsible for ongoing uncompleted projects (grass cutting, painting, etc.) and student company functions (study hall, social functions, etc).
  - (13) Provides guidance on the implementation and conduct of Physical Fitness Training for all platoon sergeants.
  - (14) Maintains a copy of the training schedule at all times during the training day.
  - (15) Ensure students are in the uniform specified on the training schedule.
- Prescribes additional items for wear as deemed appropriate for weather conditions.

d. ANCOC Student Platoon Sergeant Duties:

- (1) Responsible for all that the student platoon does or fails to do.
- (2) Responsible for platoon formations IAW FM 22-5.
- (3) Responsible for the police and orderliness of assigned areas.
- (4) Issues instructions to student squad leaders/tank commanders, changes to routines, and other pertinent announcements, and supervises them in accomplishing their assigned tasks.

- (5) Ensures that platoon details are accomplished promptly and efficiently.
- (6) Attends classes with his platoon.
- (7) Advises and supervises student squad leaders/tank commanders in the performance of their duties.
- (8) Obtains accurate reports from student squad leaders/tank commanders at all formations.
- (9) Takes immediate action on any discrepancies brought to their attention and informs the student first sergeant.
- (10) Ensures equipment is properly displayed and IAW NCO Academy SOP.
- (11) Passes on all information to the new student platoon sergeant upon completion of his tour of duty.
- (12) Develops a weekly Physical Fitness Training plan IAW FM-21-20. Training plan will include the sequence of activities for each day of the week.

e. ANCOC Student BC/TC (Squad Leaders) Duties:

- (1) Responsible for all that his squad does or fails to do.
- (2) Responsible for the squad/crew formation IAW FM 22-5.
- (3) Keeps the student platoon sergeant informed about members of his squad/crew who need help with any problem (personal, academic, etc.)
- (4) Ensures that all members of his squad/crew are present for all formations.
- (5) Checks his squad/crew at all formations to ensure that all members are present, in proper uniform, and have the prescribed equipment.
- (6) Ensures equipment is properly displayed IAW NCO Academy SOP.
- (7) Renders reports, when required, to the student platoon sergeant.
- (8) Takes corrective action or reports all violations of orders and instructions by members of his squad/crew immediately to the platoon sergeant.
- (10) Keeps the squad/crew members informed at all times.
- (11) Passes on all information to the new BC/TC squad leader.

f. ANCOC Students will adhere to all instructions from the student chain of command during their tenure. The student chain of command must familiarize themselves with their required duties as stated above.

g. Full cooperation and obedience of all ANCOC students is required. A student leader may be of junior rank than some of his subordinates, he is acting as a direct representative of the senior SGL.



## CHAPTER 4

### ACADEMY EVALUATION

1. **GRADING SYSTEM:** All courses at this Academy are scored on a GO, NO GO system. Some tests are performance orientated GO or NO GO, while some tests are written requiring 70% as a minimum for a passing score. All students must receive a GO or passing score on each examination or task to graduate from the course. Ratings are based on the student's ability to perform a designated task to specific standards. Below are the establish guidelines:

a. NO GO - First Time: The student is counseled by his SGL and the Division Chief. The student is retrained on the subject by an SGL and assigned a peer instructor. Students are retrained on a one on one basis until the SGL is reasonably sure that the student can pass the retest. Retraining is conducted after duty hours.

b. NO GO - Second Time: The student is considered for elimination from the course as an academic failure, unless mitigating circumstances warrant his retention. The Branch/Division Chief will advise and make a recommendation to the NCO Academy Commandant. The NCO Academy Commandant is the decision-making authority for all releases from the NCO Academy.

c. Graduation Requirements:

- (1) Receive a GO on all written and performance evaluations.
- (2) Display proper motivation and conduct throughout the course.
- (3) Fulfill all requirements of course management plan.

### 2. EXAMINATION MAKE UP/RETEST/AFTER ACTION REVIEW (AAR)

a. Examinations and graded presentations missed for valid reasons are made up as soon as possible subsequent to the individuals return to duty.

b. **DO NOT** schedule a test or retest to take place within approximately 24 hours of another major examination or performance evaluation. The intent of the 24 hour period is to ensure that the student does not have to study for more than one major examination or performance evaluation at a time.

c. After action reviews (AAR) of examinations are an essential part of the teaching and learning process. SGLs will conduct after action reviews following each written examination.

### **3. DEMONSTRATED LEADERSHIP EVALUATION:**

a. SGLs place students in various leadership positions during which the students can apply the lessons learned from the classroom instruction and practical exercises. The standard is for each student to successfully perform in the assigned leadership roles.

b. Students can be assigned to the following leadership positions: BC/TC, section sergeant, platoon sergeant, and first sergeant. However, conduct the actual leadership evaluation only when the students are in a BC/TC (squad leader), section sergeant or platoon sergeant position. Continue to lend professional guidance and counseling to the students while they serve in the first sergeant position. Each student must be evaluated while serving in a BC/TC (squad leader), section sergeant, or platoon sergeant position at least once while in garrison and once during the STX.

c. SGLs prepare a demonstrated leadership evaluation sheet for each student and use it to record the results of the student's leadership performance. Which will be added to the students record and referenced when completing the Academic Evaluation Report (DA Form 1059).

d. Additionally, evaluate the student on the ability to conduct operations during the STX. While mission accomplishment is important, SGL's place more emphasis on the student's actual performance. Evaluations are based on the student's ability to think, reason, organize, and communicate while under the stress of a field environment.

e. After each leadership position, critique the student and counsel him on his performance. If the student received a NO GO, move him to another leadership position and have a different instructor evaluate his performance. This permits two entirely objective evaluations of an individual's leadership ability. There is no retraining for the demonstrated leadership evaluations.

f. If the student fails to achieve a GO rating on the first retest, the Commandant will consider the student for elimination from the course for academic deficiency.

#### **4. IN-RANKS INSPECTION:**

- a. An in-ranks inspection of personal appearance and welfare is conducted daily unless otherwise directed by the training schedule.
- b. The student platoon sergeant is responsible for ensuring all deficiencies and laudatory remarks are noted during the in-ranks inspection.
- c. During inclement weather, the in-ranks inspection is conducted indoors.

## CHAPTER 5

### AWARDS

**PRESENTING AWARDS:** Presentation of awards is designed to recognize those students displaying meritorious academic and/or leadership achievements. Students receiving awards may not have any adverse counseling.

- DISTINGUISHED GRADUATE AWARD is presented to the student selected from the Commandant's List. Selection is based on leadership evaluations, instructor evaluations and academic average.

- DRAPER LEADERSHIP AWARD is presented to that individual who, through a series of evaluations, has demonstrated superior leadership abilities throughout the course.

- DEPUTY COMMANDANT'S TEAMWORK AWARD is presented to one member of each platoon who, through evaluations by both his instructor and peers, has provided the greatest contribution to the platoon's mission accomplishment.

- COMMANDANT'S LIST is comprised of the top 20 percent of the student body. Those students who are selected performed their duties in an outstanding manner and attained the highest academic average in all testable training.